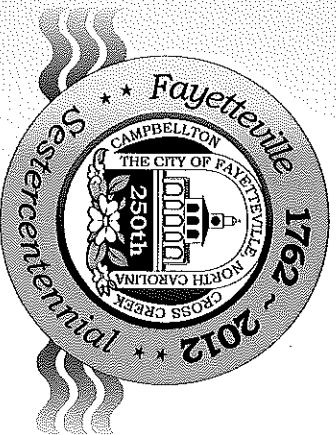


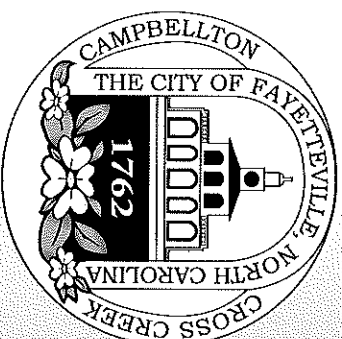
# STRATEGIC PLAN

## 2013→2018→2027



City of  
*Fayetteville*  
*North Carolina*

**Fayetteville, North Carolina**  
**April 2012**



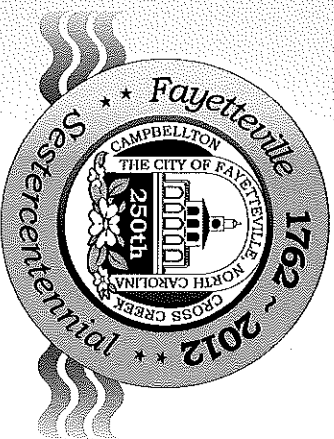
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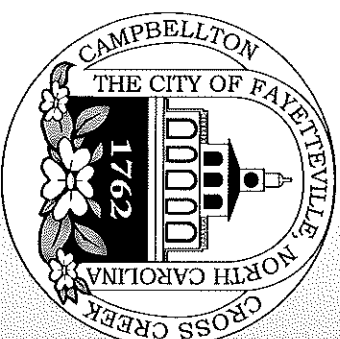
# STRATEGIC PLAN

## 2013 → 2018 → 2027



*City of*  
**Fayetteville**  
*North Carolina*

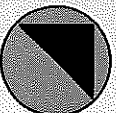
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# STRATEGIC PLANNING FOR THE CITY OF FAYETTEVILLE

# Strategic Planning Model for the City of Fayetteville

Value-based principles that  
describe the preferred  
future in 15 years

## VISION

Destination  
“You Have Arrived”

Strategic goals that focus  
outcome-base objectives and  
potential actions for 5 years

## PLAN

Map  
“The Right Route”

Focus for one year – a work  
program: policy agenda for  
Mayor and City Council,  
management agenda for staff;  
major projects

## EXECUTION

Itinerary  
“The Right Direction”

Principles that define the  
responsibility of city government  
and frame the primary services  
– core service businesses

## MISSION

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”

# FAYETTEVILLE VISION 2027

# *City of Fayetteville Vision 2027*

The City of Fayetteville  
is a *GREAT PLACE TO LIVE* <sup>(A)</sup> with  
a choice of *DESIRABLE NEIGHBORHOODS*, <sup>(B)</sup>  
*LEISURE OPPORTUNITIES FOR ALL*, <sup>(C)</sup>  
and *BEAUTY BY DESIGN*. <sup>(D)</sup>

---

Our City has a *VIBRANT DOWNTOWN*, <sup>(E)</sup>  
and *VIBRANT MAJOR CORRIDORS*, <sup>(F)</sup>  
the *CAPE FEAR RIVER TO ENJOY*, <sup>(G)</sup> and  
a *STRONG LOCAL ECONOMY*. <sup>(H)</sup>

---

Our City is a *PARTNERSHIP OF*  
*CITIZENS* <sup>(I)</sup> with a *DIVERSE CULTURE*  
AND *RICH HERITAGE*. <sup>(J)</sup>  
This creates a Sustainable Community.

# *Fayetteville Vision 2027*

## PRINCIPLE A

### GREAT PLACE TO LIVE

#### ► Means

1. A clean and safe community
2. A location of choice for businesses and people
3. Quality affordable housing
4. Community of neighborhoods that are livable and connected by sidewalks and trails
5. Growing population with young professionals and families moving here
6. Accessible and efficient transit throughout the City
7. High paying skill opportunities available
8. Quality public schools with educational programs and opportunities

## PRINCIPLE B

### DESIRABLE NEIGHBORHOODS

#### ► Means

1. Well-planned and designed neighborhoods
2. Quality neighborhood infrastructure: paved streets, sidewalks and trails, underground utilities, lighting, well-maintained private roads
3. Walkable neighborhoods connected by sidewalks and trails throughout the community
4. Attractive urban forest
5. Well-organized functional community watch groups
6. Neighborhoods where people are safe and secure
7. Preservation of historic neighborhoods and architecture
8. Community gathering places for residents to meet
9. Easy access to/from the neighborhood

## PRINCIPLE C

### LEISURE OPPORTUNITIES FOR ALL

#### ► Means

1. Affordable public and private leisure activities
2. Leisure facilities, programs and services for all family generations
3. Convenient access to neighborhood parks, community parks and recreational/community centers
4. Aquatic facilities designed for recreation and competition
5. Choice of entertainment: nightlife, theaters, professional sports
6. Cultural venues and activities that reflect our diverse community
7. Bike trail and lanes connecting our community
8. Parks with restrooms and amenities



## PRINCIPLE D

### BEAUTY BY DESIGN

#### ► Means

1. Well planned community with predictable land use and development
2. Balanced and compatible urban development with greater density in specific areas
3. Clean community with visual appeal
4. Preservation of trees and natural resources
5. Well landscaped and well designed parking lots, streetscapes, buildings
6. Buffers separating commercial – residential, single family – and multifamily
7. Signage reflecting that surrounding community character
8. Attractive commercial buildings meeting defined standards
9. Beautiful water: river, creeks, lakes and ponds
10. Green buildings – LEED certified or equivalency

## PRINCIPLE E

### VIBRANT DOWNTOWN

#### ► Means

1. People living in downtown area
2. High quality hotels with space for conferences and community events
3. Easy access and convenient parking
4. Festival Park and green spaces throughout downtown
5. Downtown linked to river and Fayetteville State University
6. Connected downtown assets
7. Well-planned residential and commercial mixed-use developments
8. A variety of quality restaurants
9. Attractive buildings occupied by successful businesses

## PRINCIPLE F

### VIBRANT MAJOR CORRIDORS

#### ► Means

1. High quality hotels
2. Attractive buildings occupied by successful businesses
3. Variety of retail businesses
4. Public transit along the corridor
5. Attractive, clean
6. Controlled access, efficient traffic flow
7. Buffering residential and commercial areas
8. Walkable and pedestrian safe
  - Murchison
  - Raney
  - Bragg Blvd
  - All American
  - MLK
  - Raeford

## PRINCIPLE G

### CAPE FEAR RIVER TO ENJOY

#### ► Means

1. Clean and attractive river corridor and waterways
2. Regional river park and trail system
3. Mixed use residential and commercial development near and along river
4. Preservation of our history and heritage
5. Redeveloped corridors connecting river to downtown
6. Public access and recreational use of the river and waterways
7. Residential opportunities for all incomes

## PRINCIPLE H

### STRONG LOCAL ECONOMY

#### ► Means

1. Home of military-related businesses: manufacturing, hi-tech and support services
2. Diverse growing city tax base
3. Strong military presence: Fort Bragg
4. Available, competent local workforce for 21<sup>st</sup> Century jobs
5. Strong education system that prepares people for the future: employment and life
6. Growing technology-related businesses
7. Industries located in City

## PRINCIPLE I

### PARTNERSHIP OF CITIZENS

#### ► Means

1. City and citizens working together to solve problems
2. Citizens involved and engaged in City governance
3. City organization working as a team
4. Citizens taking responsibility and sharing ownership for the community
5. Transparent governments with civic awareness and informed citizenry
6. City working with community organizations
7. Citizens volunteering to help the City
8. Citizens having a high level of trust and confidence in City government and elected officials, in Cumberland County and other governments
9. City working with Cumberland County, School, and other governments
10. Alignment of city services and service level and financial resources

## **PRINCIPLE J**

### **INCLUSIVE COMMUNITY WITH DIVERSE CULTURES AND RICH HERITAGE**

#### **► Means**

1. Diversity recognized as a strength in our community
2. Respecting and celebrating cultural differences
3. Diversity of thoughts, ideas and expression reflected in our community values
4. Diverse people working together with a single vision and common goals
5. Learning from past barriers that divided our community
6. Heritage as military community
7. Strong community festivals and events with high level of participation
8. Fayetteville community having a hometown feeling

# **CITY OF FAYETTEVILLE**

## **OUR MISSION**

# *City of Fayetteville*

## *Our Mission*

**THE CITY GOVERNMENT PROVIDES  
SERVICE THAT MAKES FAYETTEVILLE A  
BETTER PLACE FOR ALL.**

### **The City Government**

**is FINANCIALLY SOUND and provides FULL  
RANGE OF QUALITY MUNICIPAL SERVICES  
that are VALUED BY OUR CUSTOMERS  
and delivered by a DEDICATED WORKFORCE  
in a COST EFFECTIVE MANNER.**

### **The City has**

**WELL DESIGNED AND WELL MAINTAINED  
INFRASTRUCTURE AND FACILITIES.**

### **The City**

**ENGAGES ITS CITIZENS and is recognized as  
a STATE AND REGIONAL LEADER.**

# City of Fayetteville

## Our Mission

### PRINCIPLE 1

#### FINANCIALLY SOUND

► Means

1. Adequate resources to support defined services and service levels
2. Investing in future and in infrastructure preventive maintenance
3. Strong financial reserves for emergencies, investments and opportunities
4. Maintaining or enhancing the City's bond ratings: City (Aa3/Aa-) and utility system (A1/A+)
5. Managers acting in a financially responsible manner with prudent use of available resources
6. Expanding and growing tax base and revenues

### PRINCIPLE 2

#### FULL RANGE OF QUALITY MUNICIPAL SERVICES

► Means

1. Safe community
2. Mobility for citizens
3. Economic development
4. Environmental stewardship
5. Quality of life
6. Healthy population
7. Attractive community

### PRINCIPLE 3

#### VALUED BY OUR CUSTOMERS

► Means

1. Services meeting needs of citizens
2. Responsive to citizen concerns and problems
3. Dependable, consistent and equitable services on a daily basis throughout the City
4. Timely responses to an emergency situation
5. High level of customer and citizen satisfaction
6. Citizens understanding City services
7. Services meeting needs of citizens

**PRINCIPLE 4**

**DEDICATED WORKFORCE**

**► Means**

1. Committed to the job, the City and serving the community
2. Customer-focused – caring and respectful for our customers
3. Professional behavior and ethics
4. Well-trained and technically competent
5. Well-compensated

**PRINCIPLE 5**

**COST-EFFECTIVE MANNER**

**► Means**

1. Operating like a “service business”
2. Optimizing the City’s resources
3. Knowing the best practices
4. Improving the process to produce
5. Evaluating performance and outcomes

**PRINCIPLE 6**

**WELL DESIGNED AND WELL  
MAINTAINED  
INFRASTRUCTURE AND  
FACILITIES**

**► Means**

1. Reliable services
2. Facilities designed with the community in mind
3. Designed for future growth
4. Infrastructure that supports efficient service delivery
5. Customer-friendly designs

## **PRINCIPLE 7**

### **ENGAGES ITS CITIZENS**

#### **► Means**

1. Timely information to citizens
2. Listening to and addressing community's need
3. Seeking input prior to decisions and plans
4. Focusing on what is "best" for the entire community
5. Using citizen volunteers
6. Partnering with community organizations to provide services

## **PRINCIPLE 8**

### **STATE AND REGIONAL LEADER**

#### **► Means**

1. Building regional relationship
2. Receiving national and state recognition
3. Active lobbying for the interests of our City and community in Raleigh and Washington, D.C.
4. Providing regional response: emergency services, public works
5. Being the 1<sup>st</sup> – taking innovative action



# CITY OF FAYETTEVILLE CORE BELIEFS

# *City of Fayetteville*

## *Core Values*

**We, the Mayor, City Council, Managers,  
Supervisors and Employees  
Serve with**

**R**esponsibility  
**E**thics  
**S**tewardship  
**P**rofessionalism  
**E**ntrepreneurial Spirit  
**C**ommitment  
**T**eamwork

**to safeguard and enhance the public trust  
in City Government**

# *Core Beliefs – Definition*

## **BELIEF 1**

### **SERVE**

#### ► Means

1. Treating our customer in a courteous and respectful manner
2. Taking timely action and time to explain your decision or actions to our customer
3. Listening to and knowing the needs of your customer
4. Working with compassion and empathy for our customers
5. Giving more than what our customer expects – our customer is delighted and pleased
6. Looking for ways to say “YES” in a consistent and equitable manner
7. Evaluating the outcome for our customers and our customer’s satisfaction
8. Delivering service in a positive, enthusiastic manner

## **BELIEF 2**

### **RESPONSIBILITY**

#### ► Means

1. Taking personal responsibility for the final product, the process and the outcome
2. Taking personal responsibility for your behavior, actions and decisions
3. Defining clear performance expectations and standards for the project, job or services
4. Taking the initiative and anticipating potential problems and taking appropriate actions
5. Making timely decisions
6. Holding self and others accountable
7. As a supervisor or leader, taking responsibility for your team’s performance, actions and outcomes

## **BELIEF 3**

### **ETHICS**

#### ► Means

1. Behaving consistently in an honest and fair manner
2. Keeping your word and delivering on your commitments
3. Communicating in an honest, truthful manner with direct responses to questions
4. Acting in an ethical and equitable manner and avoiding any perception of impropriety
5. Having a sincere, positive and can-do attitude
6. Always giving 100% effort
7. Using the public trust to guide your actions

## BELIEF 4

### STEWARDSHIP

#### ► Means

1. Managing and developing resources
2. Placing the public interest above personal interest
3. Planning work activities and daily schedules to maximize use of resources
4. Completing projects on time and within budgets
5. Taking care of and using preventative maintenance on City equipment, vehicles, technology and infrastructure
6. Looking for ways to leverage City resources and to expand revenues
7. Taking actions and providing services that add value to the quality of lives of our citizens

## BELIEF 5

### PROFESSIONALISM

#### ► Means

1. Developing and maintaining professional and technical competence
2. Actively pursuing opportunities that enhance our ability to serve
3. Helping to develop the knowledge and skills of others through coaching, mentoring or being a role model
4. Continuously learning by evaluating performance and identifying opportunities for improvement
5. Learning about trends and “best practices” and applying them to Fayetteville
6. Presenting a positive image for the City in your appearance, workspace, and vehicles
7. Participating in professional or trade associations

## BELIEF 6

### ENTREPRENEURIAL SPIRIT

#### ► Means

1. Thinking creatively
2. Being willing to try a new idea or approach
3. Challenging the status quo and questioning the value of the process and work activity
4. Using technology to enhance productivity or improve management and service delivery
5. Seeking innovative ways to resolve problems
6. Evaluating outcomes and being willing to change plans, process or the way of doing business
7. Willing to take a reasonable risk which may have positive return to the City

## **BELIEF 7**

### **COMMITMENT**

#### **► Means**

1. A personal commitment to the City's mission and values
2. Being loyal and supportive to the City Mayor, City Council and City management
3. Willing to adapt to our changing community and operating environment
4. Working with the community by listening to their needs and involving them appropriately
5. Timely implementation of the Council decisions and direction
6. Promoting understanding among citizens and employees of what is important to us
7. Doing the job right the first time

## **BELIEF 8**

### **TEAMWORK**

#### **► Means**

1. Working together to accomplish the City's mission
2. Knowing and fulfilling your role and responsibilities to help your team achieve its goals
3. Cooperating and collaborating to define goals, to complete tasks, to communicate and to resolve conflicts
4. Being an active member of the team
5. Willing to pitch in and go beyond your defined role
6. Willingness to ask for help and to help others
7. Building a sense of City unity

# **CITY OF FAYETTEVILLE PLAN 2013 - 2018**

# ***City of Fayetteville Goals 2018***

**Greater Tax Base Diversity – Strong Local Economy**

---

**More Efficient City Government –  
Cost-Effective Service Delivery**

---

**Greater Community Unity – Pride in Fayetteville**

---

**Growing City, Livable Neighborhoods –  
A Great Place to Live**

---

**More Attractive City – Clean and Beautiful**

---

**Revitalized Downtown – A Community Focal Point**

# Goal 1

## Greater Tax Base Diversity – Strong Local Economy

### OBJECTIVES

1. Retain and grow current businesses and jobs
2. Increase industrial and commercial tax base within the City
3. More jobs with higher wages and increase per capita income
4. Attract more military-based industries
5. Increase occupancy of vacant retail spaces and office spaces

### MEANS TO CITIZENS

1. Job opportunities for citizens and our children
2. Higher-paying job opportunities
3. More diverse tax base and less reliance on property tax for homeowners
4. Opportunities to develop and grow your own business
5. Convenient air travel at a reasonable cost
6. Educational opportunities for a lifetime

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting developers and investors to major corridors and specific locations
2. Uncertain future of military spending
3. City's role in economic development: contact, work activities, "closing the deal", targeted businesses
4. Working with Chamber of Commerce: economic development performance goals and accountability
5. Increasing the number of "Value added" jobs – higher paying job opportunities

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Support for local businesses
2. Existing businesses vs. Attracting businesses – potential competition
3. Skilled workforce retiring or leaving the military
4. Resident resistance: NIMBY attitudes
5. Unprepared workforce for 21<sup>st</sup> century jobs



### **POLICY ACTIONS FY 2013**

	<b>PRIORITY</b>
1. Bragg Boulevard Corridor Development Plan	Top
2. Economic Development Contract with Chamber of Commerce	Moderate
3. Hope VI Business Park Development	
4. Ramsey Street Corridor Development	
5. Airport South General Aviation on Doc Bennett Road: Sewer Service	

### **MANAGEMENT ACTIONS FY 2013**

	<b>PRIORITY</b>
1. Murchison Road Corridor Development	Top

### **MAJOR PROJECTS FY 2013**

1. Hotel and Conference Center: Completion

### **ON THE HORIZON FY 2014 – 2018**

1. Airport Terminal Master Plan and Capital Projects
2. Cape Fear River Land Use
3. Cedar Creek Road Corridor Development
4. Raeford Road Corridor Development (NCDOT Funding)
5. Economic Development Study: Targeted Businesses
6. Sustainable Communities Foundation Development
7. Public – Private Partnerships: Review

# Goal 2

## More Efficient City Government – Cost-Effective Service Delivery

### OBJECTIVES

1. Greater accountability for performance, results and transparency
2. Services delivered in a cost-effective manner
3. Investing in City's future infrastructure, facilities and equipment
4. Producing results following the strategic plan and budget
5. High level of customer satisfaction with city services
6. Elimination or merging of service duplication of local and state government

### MEANS TO CITIZENS

1. City stewardship of tax dollars
2. Valued services and products for your tax dollars and fees
3. Responsive City services provided in a customer-friendly manner
4. Services delivered in the best, most cost-effective manner
5. City-Public Works Commission working together for your benefit
6. Reasonable tax rate and fees

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. State of North Carolina: actions affecting city revenues and services
2. Technology infrastructure and facilities – lack of investment and needing upgrade/replacement
3. Service definition and priority: core responsibilities of city government
4. Recruiting and retaining a qualified quality city workforce
5. Customer expectations and methods: how to operate in a high speed information and service age

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Workload vs. organization capacity
2. Customer expectations and city employees desires to serve the community
3. Training for city employees
4. Anti government and anti tax attitude – looking for negative experiences and failures
5. Limited analytical capacity of the city organization: managers and workers
6. Flat organization with few middle managers focus on service delivery

## POLICY ACTIONS FY 2013

		PRIORITY	
		Top	High
1.	City Manager Selection	Top	
2.	Comprehensive Classification and Compensation Plan: Short-term Direction, Long-term Funding Strategy	Top	
3.	FAST Improvements	Top	
	a. Transportation Development Plan		
	b. Paratransit		
	c. Fares		
4.	City PWC Service Consolidation	High	
5.	City-owned Buildings and Facilities: Potential Disposal	High	
6.	Sales Tax Distribution: Interlocal Agreement	High	
7.	Alternative Revenue Sources Report	High	
8.	Contracting for Services: Parks and ROW Maintenance	Moderate	

## MANAGEMENT ACTIONS FY 2013

		PRIORITY	
		Top	High
1.	Police Staffing (PERF Recommendations)	Top	
2.	City Buildings and Facilities Maintenance Plan	High	
3.	City Customer Service Feedback Mechanism	High	

## MANAGEMENT IN PROGRESS FY 2013

1. Police Chief Selection

**ON THE HORIZON FY 2014 – 2018**

1. Impact Fees: Advocacy
2. FAST: Countywide Service
3. City Services and Service Levels
4. City Funding for Contract Services
5. Goals and Performance Benchmark Matrix
6. Consolidated 9-1-1 Communications Center Study
7. Police/Fire Employees (Grant): Funding
8. Dedicated New Funding Source for Police and Fire

**ON THE HORIZON FY 2014 – 2018 (Cont.)**

9. State Lobbyist
10. Human and Social Services
11. Financial Policies: Revenues, Building Facilities
12. Organizational Climate and Employee Survey
13. Leaf Pick Up
14. Bulky Item Pick Up Policy
15. City – County Service Consolidation
16. Contracting for Service Delivery: Other Services

# Goal 3

## Greater Community Unity – Pride in Fayetteville

### OBJECTIVES

1. Better informed citizenry about City and City government
2. Increase community dialog on major issues
3. Develop and maintain collaborative working relations among various governmental units
4. Increase trust and confidence in City government
5. Marketing the City

### MEANS TO CITIZENS

1. Feeling like part of the community
2. Greater awareness of the City
3. Volunteering and contributing to the City and the community
4. Opportunities to participate in City government to make decisions and to shape plans
5. City leaders working for the betterment of the City
6. Protection of yours and the City's interests

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Residents expectations: government is the solution
2. Limited positive advocacy for the community
3. Uninformed citizenry acting on personal bias and incomplete information/misinformation
4. Vocal minority and lack of engagement of the majority
5. Racial divide in community

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Forced annexation and anti city attitude
2. Residents passing through Fayetteville with a short timer perspective
3. Everything has become personal – attack attitude
4. Fairness and distribution of equity – perception that rich get the benefits
5. Personal stereotyping and bias

**POLICY ACTIONS FY 2013**

1. Homeless: City Policy and Actions on Emergency Shelter
2. Citizen Engagement Strategy

**PRIORITY**

Moderate

**MANAGEMENT IN PROGRESS FY 2013**

1. 250<sup>th</sup> Celebration Event

**ON THE HORIZON FY 2014 – 2018**

**MANAGEMENT ACTIONS FY 2013**

1. City Communications Plan

**PRIORITY**

High

1. Racial Divide/Healing
2. Citizen Survey
3. Youth Council

# Goal 4

## Growing City, Livable Neighborhoods – A Great Place to Live

### OBJECTIVES

- 1. Consistent improvement in reducing crime rates
- 2. Well-organized neighborhoods with residents taking pride and responsibility for the neighborhood
- 3. Safe streets with vehicles traveling at the posted limits
- 4. Manage the City's future growth and development with quality development and redevelopment reflecting plans, policies, and standards
- 5. Improve mobility within the City: road capacity, traffic flow, public transportation
- 6. Increase recreation and leisure for all

### MEANS TO CITIZENS

- 1. A safe, secure feeling throughout the City
- 2. Residents want to live within the City
- 3. Convenience – shopping, recreation, education, entertainment
- 4. Positive choices of activities in your leisure time
- 5. Support for families, seniors and youth

### SHORT TERM CHALLENGES AND OPPORTUNITIES

- 1. Perception of community and personal safety
- 2. Traffic congestion and flow
- 3. Police working with residents
- 4. Lack of recreational and leisure opportunities within city
- 5. Long range planning for community growth – city and PWC
- 6. Providing services to annexed areas

### LONG TERM CHALLENGES AND OPPORTUNITIES

- 1. Aging neighborhoods needing revitalization
- 2. Increasing foreclosures and vacant buildings
- 3. Degree of development regulation
- 4. Attitude toward "Annexation"
- 5. NCO housing on Fort Bragg

## POLICY ACTIONS FY 2013

1. Park Bond Referendum
2. Police Substation(s)
3. PWC Services to Non City Residents
4. Panhandling Ordinance: Citywide

### PRIORITY

Top
Top
High

## MAJOR PROJECTS FY 2013

1. Sidewalks in Developed Areas
  - Hoke Loop
  - Bragg Boulevard
2. Storm Water Projects
3. Cross Creek Linear Park Phase 3A
4. Grove Street Safety Project (NCDOT)

## MANAGEMENT ACTIONS FY 2013

1. Growth Plan for Municipal Influence Area
2. Rental Action Management Plan: Implementation
3. Community Wellness Plan Crime Reductions  
Strategy: Reclaiming Neighborhoods
4. Speed Limits: Review

### PRIORITY

Top
Top
Top
High



## ON THE HORIZON FY 2014 – 2018

1. Shaw Heights/Julie Heights Annexations
2. Gates IV Annexation
3. Street Lights: Compliance with City Standards
4. Development Impact Analysis on the Community
5. Returning Veterans
6. Youth/Pre Teen Programs
7. Private Roads Policy Framework: City Role
8. Comprehensive Land Use Plan
9. Civilian Police Review Panel
10. Annexation Strategy
- .11. Cross Creek Linear Park 3A

## Goal 5

# More Attractive City – Clean and Beautiful

### OBJECTIVES

1. Clean and beautiful community with less trash and less visual blight
2. Develop, adopt and support standards that buffer differing land uses and assure attractive commercial buildings
3. Increase green spaces throughout the city
4. Have signage reflecting the surrounding community character
5. Incorporate “green buildings” concepts and LEED equivalency

### MEANS TO CITIZENS

1. Taking responsibility for your property and cleaner community
2. Protection of your property values
3. Pride in the City and in your neighborhood
4. Fayetteville becoming a showcase for guests/visitors
5. Less trash and junk

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Blighted areas needing city actions
2. Differing values: attractiveness and city government’s role
3. “Ugly” impact on economic development and business attraction
4. Creating a “Positive First Impression” for City of Fayetteville
5. Property owners, residents, individuals and businesses not taking responsibility for property and building appearance
6. Continuing momentum of beautification programs and activities

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Degree of city actions and regulations
2. Fayetteville’s acceptance of lower quality and standards

**POLICY ACTIONS FY 2013**

1. Commercial Recycling
2. Texfi Clean Up (with PWC)
3. Sign Ordinance: Revision
4. Graffiti Removal Policy/Plan
5. Undergrounding Utilities

**PRIORITY**

High
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**MAJOR PROJECTS FY 2013**

1. Cape Fear River Trail Development: Phase 2

**ON THE HORIZON FY 2014 – 2018**

1. North Carolina Veterans Park: Phase 2
2. Cape Fear River Trail Development: Phase 3
3. Gateway Beautification
4. Illegal Dumping

## Goal 6

# Revitalized Downtown – A Community Focal Point

### OBJECTIVES

1. Convenient access to Downtown
2. Financially self-sustaining Museum of Art
3. Expand World Class North Carolina Veterans' Park
4. Make Downtown a viable neighborhood with services available
5. Increase building occupancy with successful businesses
6. Increase residents living in Downtown

### MEANS TO CITIZENS

1. Places to live Downtown
2. Going Downtown for entertainment and culture
3. A place that you want to go
4. Easy access
5. Downtown known as the place for community events and festivals
6. Greater use of Cape Fear River

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Prince Charles visual blight
2. Attracting residents to Downtown
3. Coordination of special events and Downtown
4. Vital Downtown as the "heart of the Fayetteville community"
5. Helping residents to discover a revitalized Downtown
6. Impact of parking deck and need for enforcement

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Mix of Downtown businesses
2. Maintaining momentum for the Downtown
3. Rail lines and traffic – lack of beautification

**POLICY ACTIONS FY 2013**

1. "Old Days Inn" Site Development
2. Downtown Master Plan: Update
3. Multi Modal Center

**PRIORITY**

High
Moderate

**MANAGEMENT IN PROGRESS FY 2013**

1. Municipal Service District

**MAJOR PROJECTS FY 2013**

1. Wayfinding Signs

**MANAGEMENT ACTIONS FY 2013**

1. Prince Charles Hotel

**PRIORITY**

Top
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**ON THE HORIZON FY 2014 – 2018**

1. Vacant Buildings
2. Rowan Street Bridge/NW Gateway (NCDOT)
3. Residential Development Strategy

# **CITY OF FAYETTEVILLE ACTION AGENDA FOR FISCAL YEAR 2013**

# *City of Fayetteville*

## *Policy Agenda for Fiscal Year 2013*

### **TOP PRIORITY**

**Bragg Boulevard Corridor Development Plan**

**City Manager Selection**

**Comprehensive Classification and Compensation Plan:  
Short-term Direction, Long-term Funding Strategy**

**FAST Improvements**

**Park Bond Referendum**

**Police Substation(s)**

## **HIGH PRIORITY**

**City PWC Service Consolidation**

**City-owned Buildings and Facilities: Potential Disposal**

**Sales Tax Distribution: Interlocal Agreement**

**PWC Services to Non City Residents**

**Alternative Revenue Sources**

**“Old Days Inn” Site Development**

**Commercial Recycling**

## **MODERATE PRIORITY**

**Economic Development Contract with Chamber of Commerce**

**Contracting for Services: Parks and ROW Maintenance**

**Homeless: City Policy and Actions on Emergency Shelter**

**Downtown Master Plan: Update**



# *City of Fayetteville*

## *Management Agenda for Fiscal Year 2013*

### **TOP PRIORITY**

Murchison Road Corridor Development

Police Staffing (PERF Recommendations)

Growth Plan for Municipal Influence Area

Rental Action Management Plan: Implementation

Community Wellness Plan Crime Reductions Strategy: Reclaiming Neighborhoods

Prince Charles Hotel

### **HIGH PRIORITY**

City Buildings and Facilities Maintenance Plan

City Customer Service Feedback Mechanism

City Communications Plan

Speed Limits: Review

# *City of Fayetteville*

## *Management in Progress for Fiscal Year 2013*

**Police Chief Selection**

**250<sup>th</sup> Celebration Event**

**Municipal Service District**

# *City of Fayetteville*

## *Major Projects for Fiscal Year 2013*

**Hotel and Conference Center: Completion**

**Sidewalks in Developed Areas: Hoke Loop, Bragg Boulevard**

**Storm Water Projects**

**Cross Creek Linear Park Phase 3A**

**Grove Street Safety Project (NCDOT)**

**Cape Fear River Trail Development: Phase 2**

**Wayfinding Signs**